

MEMORANDUM FOR FILES
2002

12 March,

SUBJECT: TRIP REPORT, SENIOR LEADERS CONFERENCE/EMERGING LEADERS CONFERENCE

1. General. 36 Emerging Leaders were selected from around the U.S. Army Corps of Engineers and invited to attend a leadership workshop followed by attending the Senior Leaders Conference. The workshop convened 3 August, 2001 at the Ambassador West Hotel in Chicago, Illinois and continued through the weekend. The Senior Leaders Conference convened on 6 August at the same location and continued through 10 August.
2. Emerging Leaders, Leadership Workshop. The Emerging Leaders (EL) met at an icebreaker the evening of 3 August. The purpose was to meet our fellow EL's and to establish teams for team assignments during the workshop. My particular team was the "Orange" Team lead by Debbi Wegmann from the Huntington District. Dr. Nap DuFault out of Orlando, Florida conducted the workshop. Dr. DuFault's workshop focused on personal profiles based on evaluation tests taken by the EL's prior to the workshop, discussions of leadership and characteristics of leadership, the interactions that take place on a team during development of a project or assignment, and the process of leaders rising (or not) as situations require. The evaluations and discussions were followed by team exercises that reinforced the concepts discussed.

At the end of the week the make up of the individual teams was revealed. Each of the teams was staffed by individuals with similar psychological profiles with the exception of one. That team was staffed by individuals representing a cross-section of the profiles. The purpose of this team make up was to illustrate the working dynamics of groups of similar and diverse profiles and the ability of the groups to function as teams. The result appeared to be that the group with the diverse make up of profiles (the Orange Team) did perform well as a team, and according to our team leader appeared to act in just the manner anticipated for such a team.

3. Senior Leaders Conference. The Emerging Leaders joined up with the Senior Leaders at an ice breaker on 6 August at the Ambassador West Hotel. The remainder of the week for the EL's consisted of attending the Senior Leaders Conference (SLC) or participating in breakout groups for the purpose of preparing a project for presentation to the Senior Leaders.

The Senior Leaders Conference was opened by the 50th Chief of Engineers and Commanding General, LTG. General Robert Flowers. LTG Flowers discussed his expectations for the next 4 years of his command, including: Year 1, Re-establish relationships with our Customers and Partners; Year 2, Continue to improve the U.S. Army Corps of Engineers processes, especially for product delivery; Year 3, Consolidate as required and consider SES moves; and Year 4,

Prepare for the transition to the next Commander. Throughout the conference LTG Flowers emphasized, by either addressing it directly or by the topics of discussion, our need stay engaged and to be aware of the Corps Mission and Vision. The Commander and the conference also addressed the following topics: Workforce Morale, Empowerment, Engaging Our Critics, Staff Development, the Project Management Business Plan (PMBP), the Corps as a Learning Organization, Internal Communications, External Relationships, and Priority Missions. The conference was completed with the presentation by the EL's of their projects. Those projects included three videos with the topics of People, Process, and Communication, and a compilation of action items for the Emerging Leaders and Senior Leaders to consider addressing after the conference was complete.

4. Conclusions and Recommendations. Based on the conference proceedings (my notes), no conclusions or recommendations are necessary for this trip report. If you have any questions please contact me at 503-808-4937.

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